



Day 1 – EXECUTIVE SKILLS

7:00 a.m.	<i>Breakfast & Registration</i>	
7:30 a.m.	<i>Welcome – SMACNA President Todd Hill</i>	
8:00 a.m.	<i>Overview & Introductions</i>	
8:30 a.m.	<i>Creating a Championship Culture – Frank Favaro</i>	
12:30 p.m.	<i>Lunch</i>	
1:30 p.m.	<i>Effective Communication – Kevin Dougherty</i>	
3:30 p.m.	<i>Time Management – Kevin Dougherty</i>	HOMEWORK
5:30 p.m.	<i>Wrap-Up & Homework Assignment</i>	Ethics, Safety, WorkLife Balance

Day 2 – HOW CONTRACTORS KEEP SCORE

7:00 a.m.	<i>Breakfast & Case Study Discussion</i>	
8:00 a.m.	<i>Financial Management - Matt Waller</i>	
11:30 a.m.	<i>Surety Issues – Chad Rice</i>	
12:00 p.m.	<i>Lunch</i>	
1:00 p.m.	<i>Productivity - Rick Reese</i>	HOMEWORK
5:00 p.m.	<i>Wrap-Up & Homework Assignment</i>	KPIs

Day 3 – BUSINESS STRATEGY

7:00 a.m.	<i>Breakfast & Case Study Discussion</i>	
8:00 a.m.	<i>NME: Decision-Making Framework - Mounir El Asmar</i>	
11:30 a.m.	<i>Lunch</i>	
12:30 p.m.	<i>Business Negotiations - Stephane Mc Shane</i>	HOMEWORK
4:30 p.m.	<i>Wrap-Up & Homework Assignment</i>	New Market Entry Scenario

Day 4 – TECHNOLOGY

7:00 a.m.	<i>Breakfast & Case Study Discussion</i>	
8:00 a.m.	<i>Technology/Tech Stack Strategies – Jonathan Marsh</i>	
9:30 a.m.	<i>Chief Technology Officer Role – Jonathan Marsh</i>	
10:30 a.m.	<i>AI Policy – Hugh Seaton</i>	
11:30 a.m.	<i>Action Plan – Erykka Thompson</i>	